

MAN 6149

Developing Leadership Skills

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Spring 2006 Semester (Section 3321)
Class Meets: Various Times
Various Weekends
Room: 104 Stuzin Hall

Instructor Office Hours

I generally try to be in my office on Monday, Wednesday and Friday from 1:00 – 2:00 PM. Phone Availability cannot be 100% guaranteed due to other responsibilities, but these represent the times I should be available. Please feel free to call me, or stop in if practical at any time. If possible, I will gladly meet with you. I am always available via email.

Texts and Assigned Readings

The Leadership Challenge 3rd edition by James M. Kouzes and Barry Z. Posner. Published by Jossey-Bass, a Wiley Company, copyright 2002. ISBN 0-7879-5678-3.

The Flight of the Buffalo by Kames A. Belasco and Ralph Stayer. Published by Warner Books, copyright 1993. ISBN 0-446-67008-1.

Adventure in the Amazon by Lorraine L. Ukens. A team building exercise published by Jossey-Bass, a Wiley Company, copyright 1998. ISBN 0-7879-3980-3.

Additional required handouts outlining course projects and assignments, etc., will be provided to you throughout the semester. Each of these handouts can also be acquired by accessing the course website (discussed below).

Course Description

This course serves as an introduction to leadership. This course is structured around principles of leadership and will provide students an understanding of the dynamic interactions of personal characteristics, technical skills, interpersonal influence, commitment, goals, and power necessary for effective organizational leader and follower behavior. It is the belief of your instructor that while “leadership” cannot be taught, it is possible to study leadership theory, and to sharpen a person’s leadership skills. In this course, the instructor and students will work collaboratively to better understand the complexities of leadership and to help each of us improve our leadership capabilities.

Student Responsibilities

Lectures, readings, exercises, and cases will be used throughout the course. You are responsible for all in-class material presented and for all assignments of out-of-class work. If you miss a class, it is your responsibility to get lecture notes from colleagues or off the course website and to talk with the instructor about assignment(s) that are due.

Command of knowledge and course concepts will be shown through a number of written and oral activities. You are responsible for applying what you have learned to actual business situations. In addition to quality of analysis and synthesis, quality of presentation (written or oral) will be part of the grading. This course requires that you go beyond mere memorization of facts. You must be willing to apply concepts and models. You are encouraged to maintain an open, receptive, and inquisitive attitude toward learning.

Contribution to class discussion is absolutely essential for successful completion of this course. It is only through contribution that you show daily command of the issues raised by the course material. Oral contribution during each class, while voluntary, will contribute substantially toward your overall contribution grade. Part of your contribution grade will be based on the instructor's semester-long subjective assessment of your contribution to the learning process. In addition to on-campus contribution opportunities, there will be non-campus contribution generating activities including occasional bulletin board postings and discussions. That is, the instructor will occasionally post questions to the class bulletin board based on class discussions and assigned readings.

E-Mail

We will rely heavily on email as an important source of communication in this class. The instructor will create and use a class email list based off of email addresses provided by the students.

Course Website

Throughout the semester, we will rely on our course website. It is best for you to access the course website through your "My WebCT Homepage." You will need a Gatorlink account (discussed above) to log on to WebCT and add courses. To log on to WebCT, you must go to <http://lss.at.ufl.edu/> and click on the hyperlink "WebCT VISTA." From here, you should select the hyperlink titled "Log in to My WebCT." Next you will input your Gatorlink username and password to access your "My WebCT Homepage." From here, you can easily access the course website by clicking on the appropriate hyperlink.

Students with Disabilities

If you have a need for accommodations due to a disability, please meet with me privately. I am very willing to work with you and will do all I can to help accommodate your needs.

University of Florida Counseling Services

Resources are available on-campus for students having personal problems or lacking clear career and academic goals, which interfere with their academic performance. These resources include:

1. University Counseling Center, 301 Peabody Hall, (352) 392-1575. Personal and career counseling.
2. Student Mental Health, Student Health Care Center, (352) 392-1171. Personal counseling.
3. Sexual Assault Recovery Services, Student Health Care Center, (352) 392-1161. Sexual health counseling.
4. Career Resource Center, Reitz Union, (352) 392-1601. Career development and counseling.

Software Use

All faculty, staff, and students of the University are required and expected to obey the laws and legal agreements governing software use. Failure to do so can lead to monetary damages and/or criminal penalties for the individual violator. Because such violations are also against University policies and rules, disciplinary action will be taken as appropriate.

Academic Honesty

In the fall of 1995, the UF student body enacted a new honor code and voluntarily committed itself to the highest standards of honesty and integrity. When students enroll at the university, they commit themselves to the standard drafted and enacted by the students.

Preamble: In adopting this honor code, the students of the University of Florida recognize that academic honesty and integrity are fundamental values of the university community. Students who enroll at the university commit to holding themselves and their peers to the high standard of honor required by the honor code. Any individual who becomes aware of a violation of the honor

code is bound by honor to take corrective action. The quality of a University of Florida education is dependent upon community acceptance and enforcement of the honor code.

The Honor Code: We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity. On all work submitted for credit by students at the university, the following pledge is either required or implied:

"On my honor, I have neither given nor received unauthorized aid in doing this assignment." As the instructor, I will put forth my best efforts to present the course material in a clear and concise manner, clearly outline my expectations and your responsibilities, and to make myself available outside of the classroom. Therefore, I will have no tolerance for violators of academic honesty. Formally, as a result of completing registration forms, every student has signed and thus agreed to the following statement:

"I understand that the University of Florida expects its students to be honest in all their academic work. I agree to adhere to this commitment to academic honesty and understand that my failure to comply with this commitment may result in disciplinary action up to and including expulsion from the University." For additional information regarding the UF guidelines on academic honesty, visit: <http://www.dso.ufl.edu/judicial/honestybrochure.htm>.

Grading Policies

Your final course grade will consist of a weighted average of the following:

Contribution.....	20%
In-class contribution	
Mini reflection papers	
Bulletin Board Postings	
Examination (In-Class).....	30%
Leadership Outreach Paper.....	25%
Term Project (Leadership in Action Project or Book Review).....	25%
	100%

Course grades will be assigned by the following criteria:

A	90.00% and above, Excellent Performance
B+	87.00% - 89.99% Very Good Performance
B	80.00% - 86.99% Good Performance
C+	77.00% - 79.99% Adequate Performance
C	70.00% - 76.99% Acceptable Performance
D+	67.00% - 69.99% Marginally Acceptable Performance
D	60.00% - 66.99% Weak Performance
E	Below 59.99% Unacceptable Performance

It is expected that you will keep track of their course progress on the course website (discussed above) as grades will be updated frequently throughout the semester. Any discrepancies should be reported to the instructor as soon as possible.

Course Schedule

<i>Date</i>	<i>Topic</i>
Sunday December 11, 2005 (7:30 AM – 9:45 AM)	Introductions Course specifics and expectations Leadership Exercise
Saturday January 14, 2006 (1:30 PM – 4:00 PM)	LC Part 1: What Leaders Do and Constituents Expect (pp. 3-42) LC Part 2: Model the Way (pp. 43-108) FOTB Part 1: Our Personal Leadership Journey (pp. 1-52)
Sunday January 15, 2006 (9:45 AM – 11:45 AM)	LC Part 3: Inspire a Shared Vision (pp. 107-172) FOTB Part 2: The Intellectual Capitalism Leadership Paradigm (pp. 53-84) FOTB Part 3: Leading the Journey (pp. 85-96)
Thursday January 19, 2006	Leadership Outreach Paper Proposal Due as an email to Dr. Wysocki
Thursday February 2, 2006	Term Project Proposals (Leadership in Action or Book Review) Due via email
Saturday February 4, 2006 (11:00 AM – 12:30 PM)	LC Part 4: Challenge the Process (pp. 173-240) FOTB Part 4: Determining Focus and Direction (pp. 97-196)
Sunday February 5, 2006 (12:45 PM – 2:45 PM)	LC Part 5: Enable Others to Act (pp. 241-314) FOTB Part 5: Remove Obstacles that Prevent Great Performance (pp. 197-240)
Thursday February 23, 2006	Leadership Outreach Paper Due as an email attachment (Word document)
Saturday March 4, 2006 (8:30 AM – 10:45 AM)	LC Part 6: Encourage the Heart (pp. 315-382) FOTB Part 6: Developing Ownership (pp. 214-264) FOTB Part 7: Stimulating Self-Directed Actions (pp. 265-306)
Sunday March 5, 2006 (3:00 PM – 5:00 PM)	LC Part 7: Leadership For Everyone (pp. 383-306) FOTB Part 8: Learning to be the Lead Goose (pp. 307-355)
Thursday March 16, 2006	Term Project Due (Book Review or Leadership in Action) as an email attachment
Saturday March 25, 2006 (4:15 PM – 7:00 PM)	Final Exam (In-Class) Leadership Sharing: Successes & Things to Work On Course Wrap-up

LC : Leadership Challenge by Kouzes and Posner
FOTB: Flight of the Buffalo Buffalo by Belasco and Stayer